



Department of  
**Labor & Workforce  
Development**

**Leveraging Resources**

# Leveraged Resources (Definition)

## Leveraged Resources

- Are not defined in regulation or any related administrative requirements.
- The term has been defined to mean ***all resources used by grantees to support grant activities and outcomes, whether or not those resources meet the standards required for match.***

## Two ways of leveraging resources

- "Blended funding" is used to describe mechanisms that pool dollars from multiple sources and make them in some ways indistinguishable.
- "Braided funding" uses similar mechanisms, but the funding streams remain separate.
- Both mechanisms are used to provide greater efficiency and effectiveness by leveraging multiple resources to assist the individual customer in achieving his/her employment outcomes.

## As a sidenote....

**Match** is defined in the Uniform Administrative Requirements applicable to ETA grant programs at 29 CFR 97.24 and 29 CFR 95.23. Match is defined as ***additional non-Federal resources expended to further the grant objectives, if required either by statute or within the grant agreement as a condition of funding.*** All matching funds must be spent on allowable grant activities and in accordance with the cost principles. The grantee cannot claim a cost as both an allowable cost (to be reimbursed from grant revenue) and as a match expenditure.

# Governor's Goals Outlined in the State Plan

## ***Education and Workforce Development Goal:***

*Leverage resources, including WIOA statewide and local funding and other non-WIOA funds, and partnerships across departments and programs to aid in developing more seamless paths from training into the workforce*

## ***Operational Planning Elements Partnership and Leveraging Resources***

***The State will use workforce development system partnerships as described above to ensure all resources are leveraged for education participants in attaining their educational goals. All workforce programs will use WIOA, TAA, Vocational Rehabilitation, Pell Grants, public and private grants, and other resources to assist participants in achieving their education and employment goals. In addition, the State's Drive to 55 initiative offers strong support for increasing educational access through TN Promise, TN Reconnect and LEAP grants.***

# Governor's Goals Outlined in the State Plan

## ***Conservative Fiscal Leadership Goal:***

*Eliminating duplication and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce*

## ***Leveraging Discretionary and Formula Resources***

In keeping with the Governor's conservative Fiscal Goal, the Tennessee Department of Labor and Workforce Development has encouraged its Local Workforce Development Areas to **maximize resources and braid WIOA funds with other Federal and State Discretionary funds** and with local entities which have a vested interest in the development of the local workforce.

# State Workforce Board

## Functional Alignment Strategies

*“Within Tennessee’s American Jobs Centers, the State Workforce Development Board has adopted the functional alignment strategies outlined in the (combined) plan and supporting policies to further integrate the partner services with AJCs, to also leverage funding, reduce duplication, and provide improved quality customer service to Tennesseans.”*

### **Operational Planning Elements/State Strategy Implementation**

#### **Excerpts from the TANF section in the WIOA Combined State Plan**

- Referrals from the TANF to the WIOA program occur only at a minimum level and usually for the purpose of accessing training funds, not for the purpose of receiving intensive career counseling or other services.
- Coordinating the use of TANF and WIOA funding can maximize the resources available to support common services when individuals are co-enrolled in the programs.
- The Department (DHS) will explore ways with the Department of Labor where both the TANF and WIOA programs can establish informal efforts to assemble a package of services that best meets the needs of co-enrolled customers.

# WIOA Section 107 (d)

## Functions of the Local Board (regarding leveraging of funds)

### Section 107(d)(3) CONVENING, BROKERING, LEVERAGING.—

The local board shall convene local workforce development system stakeholders to assist in the development of the local plan under section 108 and in ***identifying non-Federal expertise and resources to leverage support for workforce development activities***. The local board, including standing committees, may engage such stakeholders in carrying out the functions described in this subsection.

Section 107(d)(7) TECHNOLOGY.—The local board shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by— **(D) leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.**

# WIOA Section 121

## One-Stop Partners Roles and Responsibilities

### Section 121 (b) ONE-STOP PARTNERS.—

#### (1) REQUIRED PARTNERS.—

(A) ROLES AND RESPONSIBILITIES OF ONE-STOP PARTNERS.— Each entity that carries out a program or activities described in subparagraph (B) in a local area shall—

- (i) provide access through the one stop delivery system to such program or activities carried out by the entity, including making the career services described in section 134(c)(2) that are applicable to the program or activities available at the one stop centers (in addition to any other appropriate locations);
- **(ii) use a portion of the funds available for the program and activities to maintain the one-stop delivery system, including payment of the infrastructure costs of one-stop centers in accordance with subsection (h);**
- (iii) enter into a local memorandum of understanding with the local board, relating to the operation of the one-stop system, that meets the requirements of subsection (c);
- (iv) participate in the operation of the one-stop system consistent with the terms of the memorandum of understanding, the requirements of this title, and the requirements of the Federal laws authorizing the program or activities; and (v) provide representation on the State board to the extent provided under section 101.

# WIOA Section 121

## One-Stop Infrastructure Guidance

### **WIOA Section 121 (h) FUNDING OF ONE-STOP INFRASTRUCTURE.—**

*(also known as Resource Sharing)*

- Options for Infrastructure Funding – Local or State funded Option depending on whether a local agreement can be reached.
- Guidelines for infrastructure funding are drafted by the state board and will be reflected in the local MOU
- CAP Limitations on State funded mechanism – **Section 121(h)(2)(D)(ii)**
  - WIOA and Wagner Peyser not to exceed 3% **Section 121(h)(2)(D)(ii)(I)**
  - Other One-Stop Partners not to exceed 1.5% **Section 121(h)(2)(D)(ii)(II)**
  - Vocational Rehabilitation .75% for 2<sup>nd</sup> full year; 1% for third year; 1.25% for fourth year; and 1.5% for fifth year and beyond in WIOA **Section 121(h)(2)(D)(ii)(III)**
- Costs of Infrastructure – **Section 121(h)(4)**
  - “costs of infrastructure”, used with respect to a one-stop center, means the nonpersonnel costs that are necessary for the general operation of the one-stop center, including the rental costs of the facilities, the costs of utilities and maintenance, equipment (including assessment-related products and assistive technology for individuals with disabilities), and technology to facilitate access to the one-stop center, including the center’s planning and outreach activities.



# State Strategies for Core Partners in Expanding Opportunities to Leverage Resources

- Partnering regionally with economic development entities and other critical stakeholders, including Pathways Tennessee, to better align education and workforce development activities and policies with regional labor markets, economic growth strategies and employer demand
- Partnering with the business community, including business associations, and educational institutions (including secondary and post-secondary institutions such as community colleges) to design and implement programs and career pathways that lead to credentials and employment
- Partnering with and leveraging resources from other Federally-funded programs, such as Adult Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF), Small Business Development Centers, etc.
- Partnering with community-based organizations, since they are key providers of basic skills training, technical skills training, supportive services, and workforce development services in communities across Tennessee
- Sustaining summer employment and work experience opportunities - State and local workforce development boards should consider using additional sources of funding to leverage summer employment program activities. In addition to regular WIOA Youth formula funds, local areas can use other resources, such as Job Corps, and fund matching from private industry.

# Leveraging Expertise from SMEs

***QUESTIONS?***